

## **The Fall of the House of Experts**

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### **Abstract:**

“If we could only find the right expert, our problems would be solved” is the modern mindset to solving problems-whether in scientific institutions, large corporations, or even in our personal lives for investment choices or the best diet. Yet, how can experts predict what they themselves cannot understand in a growing and increasingly complex world? Still we continue to rely on experts because we believe that there are no alternatives. This talk reveals a hidden mechanism for collective improvement in decision-making. This "decentralized intelligence" relies on non-competition, diversity, decentralization and self-organization. Examples of decentralized intelligence are the "invisible hand" in capitalistic systems, grassroots problem solving in large corporations and societies, the remarkable efficiency of the U.S. stock market and possibly the current, unexpected U.S. prosperity. From this new viewpoint, there may be great optimism for the future of humankind as new technologies (such as the Internet) enhance decentralized intelligence in organizations, governments, even society itself.

See related paper: What a Developmental View Can Do for You (or The Fall of the House of Experts), LA-UR-00-xxxx.